DOCUMENT RESUME

ED 161 989 UD 018 672

TITLE	Excerpt from the Proposal for the National Expansion of School Self-Renewal: Activities and Requirements for Developing a National Renewal Program. Final Report.
INSTITUTION	New York City Economic Development Council, N.Y.
SPONS AGENCY	National Inst. of Education (DHEW), Washington, D.C.
PUB DATE	[78]
GRANT	NIE-G-74-0079
NOTE	7p.; Not available in hard copy due to reproduction quality of the original document; For related documents, see ED 151 473-477 and UD 018 671-674
EDRS PRICE	MF-$0.83 Plus Postage. HC Not Available from EDRS.
DESCRIPTORS	Educational Strategies; *Improvement Programs; *National Organizations; *National Programs; Program Costs; School Community Programs; *School Improvement; *Self Help Programs; Senior High Schools; Urban Schools
IDENTIFIERS	*New York (New York); *School Self Renewal Program

ABSTRACT

The activities and requirements listed in this paper are meant to be implemented over a three year period. The key activities of the three year cycle are described as: (1) the establishment of a school renewal program in the first year; (2) the transition of the program to a local city in the second year; and (3) institutionalization of the program in the third year with linkage to a national network. An estimated budget for introducing and developing renewal in a school system in one city in the first year is also provided. (Author/EB)

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SECTION V

EXCERPT FROM THE PROPOSAL FOR THE NATIONAL EXPANSION OF SCHOOL SELF-RENEWAL

Activities and Requirements for Developing a National Renewal Program

FINAL REPORT

submitted to

GROUP ON SCHOOL CAPACITY
FOR PROBLEM SOLVING

NATIONAL INSTITUTE OF EDUCATION

TITLE OF PROJECT:
SELF RENEWAL FOR NEW YORK CITY HIGH SCHOOLS

Grant No. NIE - G - 74 - 0079

U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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SECTION V

EXCERPT FROM THE PROPOSAL FOR THE NATIONAL EXPANSION OF SCHOOL SELF-RENEWAL

Activities and Requirements for Developing a National Renewal Program

Specific activities must be carried out in order to build on the New York Renewal model and experience in the development of a national Renewal program over the next three years. The New York City Renewal staff, if funded for the purpose, could also serve as the National School Renewal staff to initiate and develop the national program.

First Year Activities

In the first year the activities will be the following:

1. National School Renewal will affiliate with a national business group which will encourage local affiliates to sponsor Renewal in one or more cities.
2. Through the sponsoring organization and national education organizations National School Renewal will enlist the interest and support of the school system in the selected city or cities.
3. The school system of the selected city will identify two, or preferable four schools, to begin Renewal.
4. National School Renewal will assist the local sponsor in selecting a person (or persons) from the local community with organizational development and school experience to serve as a consultant. The National staff will train, supervise and work closely with him or her throughout the first year.

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5. The school system will provide for some released time for a school staff member to assume the responsibilities of Renewal Coordinator. The provision of released time is necessary both to develop and coordinate Renewal in the school and to demonstrate the commitment of the school system.
6. The sponsoring organization or the school system will set up an office for the Renewal consultant in the school administration building, a school, or in the city headquarters of the sponsoring organization, and provide secretarial support for the consultant.
7. Before beginning Renewal in a school the local consultant may attend a workshop in New York City conducted by the staff of National School Renewal and will then continue to work closely with a National Renewal consultant throughout the year both in his own city and in New York City for special meetings or seminars.
8. The National Renewal staff will provide onsite consulting (up to 15 days) to help the local consultant and school system establish the program in the first year.
9. The sponsoring organization will enlist the support of corporations to participate in the Renewal program through appointment of a corporate representative to each Renewal school.

In summary, the minimal requirements for the first year activities for beginning Renewal in a city are the following: A Renewal consultant employed and trained by the National Renewal Staff, released time for a school Renewal Coordinator, plus space and secretarial support for the Renewal consultant.

Second year activities. In the second year of the development of a national Renewal program the following activities will take place:

1. The National School Renewal staff with the sponsoring organization or new sponsors will identify two to four additional cities for developing Renewal.
2. The first year activities described above will be carried out in these cities.
3. The National School Renewal consultants will gradually phase out working with the local school system which has had one year of experience while the local Renewal consultant and school staffs assume greater responsibilities for the Program.
4. Additional schools in the city will begin Renewal and link up with the schools already in the Program.
5. The National Renewal staff will organize and coordinate a national network linking Renewal cities and schools to exchange information and ideas for improving the Programs in the different cities and for extending the development of the Renewal model.

Third year activities. In the third year the cycle will begin in two to four additional cities with the following activities:

1. Sponsoring organization or organizations will introduce School Renewal in two to four additional cities where first year activities will be carried out.
2. The second year activities in the second set of cities and schools will be carried out as above.
3. The schools in the third year of Renewal will institutionalize the process. The local Renewal consultant will provide supporting services for a cluster of schools, and work intensively with those schools in special need.
4. The Renewal staff will extend and coordinate linkage activities between schools and cities.

In summary, the key activities of the three year cycle are Establishment of a School Renewal Program in the first year, Transition of the Program to the local city in the second year, and Institutionalization of the Program in the third year with Linkage to a National Network.

The Cost of Developing Renewal in a Single City

An estimated budget for introducing and developing Renewal in a school system in one city in the first year is attached. The estimates range from 38,000 to 113,000 for two schools and from 62,000 to 224,000 for six, to be shared by the sponsor and the school system. Of this amount, the only direct costs are for the external consultant and support services from the National Renewal Association. The other costs which are in-

direct and can be absorbed by either the sponsor and the school system without cash outlay include: teacher time for an internal coordinator and research and development activities, office space for the external consultant(s), and a part-time secretary. A third category of cost is optional; a small budget ($2 - 5,000) for research and development has proven to be effective in augmenting the possibilities for innovation. The cost will be reduced in the second and third year as the National Renewal services are phased out in a city and as the schools learn and institutionalize the process. While the indirect and optional costs will remain, by the fourth year the only direct cost will be that of the external consultant. This cost may be shared by the sponsor and school system. The sponsoring organization can continue to have an important function through some participation in Renewal activities in school, support of special projects, and assistance in providing for linkage activities.